

How much has your agency spent on reinventing government projects since 1994? What is the total for this year? What can the agencies say they accomplished with the effort?

Reinventing government means a fundamental change in the way government works. It is a commitment to a common sense efficient and responsive government providing practical outcomes that the American people want. The FAA has approached reinventing projects, not as another set of separate and discrete activities, but as a new approach to how business is done.

An important change is the shift in focus from process to results. Americans want and expect an aviation system which is the safest, most secure in the world, with the reliability and capacity to serve passengers not just today but into the 21st Century. We have focused on our core responsibilities, strengthened our safety and security oversight, increased our infrastructure and technology investment to ensure a system capable of meeting future demands. The FAA has streamlined its operations to focus on key areas such as Air Traffic control and aircraft safety. We have reformed our internal processes such as personnel and acquisition systems so that they better and more efficiently meet our needs.

In short, we have focused on specific goals, and we have reaffirmed our commitment to safety as our most important value. But we have not done this alone. We reached out in partnership to the aviation industry, users of the system and the public and private airport owners and operators.

Through reinvention we are provided with various tools and flexibility in establishing goals and objectives to accomplish our mission. Through the Government Performance and Results Act and other reporting mechanisms, we are held accountable to the President, the Congress and most important the American public for the various actions and decisions made. The management strategy behind reinvention is being taken very seriously at the FAA. We have created a climate where we listen to our customers, working in partnership wherever possible to improve our operations to enhance aviation services and air traffic systems to ensure that they are the safest in the world.

Safety and security are our highest priorities. Our customers also want a system with enough capacity to handle the traffic with minimal delays. Among the many initiatives under the Reinventing Government initiative are:

- **Personnel Reform:** Working with Congress, our employees and their unions we have reformed the personnel system to make sure we have the right people in the right jobs right away when they're needed. Through

personnel reform we also established a performance evaluation system so that employees know what's expected of them and that they have the resources to accomplish it.

- Acquisition Reform: We have streamlined the acquisition system, set goals, cut time by 50%, reduced the cost of buying systems and services by 20%, and slashed paperwork and time required. We have saved money, and so have our suppliers and contractors.
- Aviation Safety Summit--A "Zero Accidents" Goal for Safety: On January 9 and 10, 1995, more than 1,000 industry, Government, and union aviation officials met in Washington, D.C. in an unprecedented working session to address aviation safety. A wide range of safety initiatives were recommended and issued in the Aviation Safety Action Plan. These initiatives represent the shared commitment of government, industry, and unions to substantially reduce aviation accidents. Through regular meetings to conduct reviews, senior officials continue their commitment to follow-up on the safety issues and initiatives first identified at the January 1995 conference.
- Commuter Safety Initiative--One Level of Safety: A new rule establishing higher safety standards for scheduled commuter aircraft operators went into effect in December 1995. Under the new rule, all aircraft operating with 10 or more seats must follow similar safety standards as major air carriers (Part 121 standards). As a result, whether flying on a jumbo jet or a small commuter, Americans are being covered by the same safety rules and enforcement by the FAA.
- Developed Aviation Safety Common Data Sharing: The Office of System Safety proposed the Global Analysis and Information Network (GAIN) as a privately owned and operated international infrastructure to collect, analyze, and disseminate aviation safety information. In May 1996, the FAA published a GAIN concept paper for public comment. Comments were favorable and the FAA convened a conference drawing people from eight countries representing airlines, manufacturers, trade associations, pilots, air traffic controllers, mechanics, military, universities, information technology consultants, and government agencies. As a result of that meeting, industry-led working groups are beginning the process of developing prototypes for the system.
- Improved Consumer Information on the FAA Web-site: On January 22, 1997, FAA announced a plan for substantially increasing public access to aviation safety data and information. This past year we have established

on the FAA web-site monthly information on both safety records and on-time performance, as well as pricing information, to provide the consumer with the greatest ability to make decisions on travel. The Office of System Safety had already provided the public with the capability--via the Internet--to search the National Transportation Safety Board accident database since June 1996. During 1997, FAA phased-in a system that supplies such information as: (1) press releases about enforcement actions of \$50,000 or greater, (2) an FAA dedicated internet page for aviation safety information, and (3) a public education section. Additional data is scheduled to be placed on the internet regarding basic information about carriers, such as the date of certification and type of aircraft flown.

- **Technological Innovations for Traffic Management:** The FAA continues to focus on advanced technology to ensure a seamless global system. This includes such innovations as increased use of the Global Positioning System (GPS) navigation systems to achieve more efficient, reliable management of the airspace. Additionally, we are undertaking the very early stages of testing and moving safely and expeditiously toward a free flight environment.
- **Global Positioning System -- Centralization of the instrument flight procedures function** was completed on August 31, 1997 and resulted in a significant reduction in the review, coordination, approval steps, and time required to complete procedures development. The organizational changes have increased procedures production capability without increasing funding or staffing. We were able to develop an additional 1,000 GPS approaches over the past 2 years while continuing to maintain the National Airspace System (NAS).
- **National Route Program:** The National Route Program (NRP) traffic management initiative allows pilots to choose routes that are both time and fuel efficient for selected city pairs. It is a traffic management initiative offering flexible, cost effective routing options, as an alternative to published preferred Instrument Flight Rules (IFR) routes, to the user community. Allowing users to fly routes that take into account the dynamic movement of the jet stream, airlines save thousands of dollars daily in fuel costs. More than 1,200 flights per day participate in the NRP, with total industry savings attributable to NRP estimated at \$40 million annually. NPR has designated this initiative a "reinvention laboratory" and a reinvention model in recognition of its special merit.

At the same time we have also focused on improving our internal systems to maximize their productivity and minimize their cost.

- **Conversion to Contract Towers:** We have looked at our operations and concluded that conversion of air traffic control towers to contract service is a viable option at the lowest levels of traffic activity (Level I towers). Based on that conclusion, FAA has planned to convert a total of 128 Level I towers to contract operation. To date, 85 towers have been converted with 18 more scheduled for conversion in FY 1998.
- **Reform of the Regulatory Process:** Working with other government agencies and industry, we have tried to reform the regulatory process to make sure the focus is on results--not process. Regulatory reform--both what has already been accomplished and proposed--is intended to eliminate obsolete rules and procedures, rewrite into clear English, and simplify to focus on a results-consensus regulatory process. Regulatory reform is expected to be rolled-out by the first quarter of FY 1998, with significant improvements expected in the way the regulatory program is managed, in the quality of regulatory products, and in FAA's ability to meet the time requirements established in the Federal Aviation Authorization Act of 1996.
- **Letter of Credit:** FAA also streamlined the airport grants letter of credit payment process by adopting the Federal Transit Administration's Electronic Clearing House Operation (ECHO) system. FAA processes 60 percent of its airport grants payments through the letter of credit process. This process allows FAA's customers (primarily airport owners) to request and receive payments electronically rather than manually for the services provided in connection with the airport grant program.
- **Cost Recovery for International Services:** In addition, we are also taking new steps to recover the costs to the U.S. taxpayer of our participation in the global aviation system, even as we step up our efforts to assure the safety and capacity of the worldwide aviation system through our international harmonization efforts under the auspices of the International Civil Aviation Organization (ICAO). First, we have established user fees for foreign overflights -- flights which use American airspace and the services of the air traffic control system but do not land on U.S. soil. Second, we have updated foreign repair facility fees to reflect the actual costs for both certification of foreign airmen and for inspecting foreign repair station services to assure they meet appropriate U.S. and international safety standards.

Does the agency have a reinvention team? If so, how many employees work on it? Who oversees it? How much resources/employees/funds/office space, etc. does it require?

The FAA does not have a "formal" reinvention team in place. In keeping with the intent of NPR, all employees are responsible for participating in the reinvention effort. However, FAA does have an office designated to coordinate the NPR activities of FAA. The responsibility of coordinating the development of responses to NPR requests and reporting requirements resides in the Office of Business Information and Consultation. In addition, FAA's seven line organizations have an NPR contact person to assist in the coordination effort and to help advise and assist program managers on implementing NPR ideas and concepts within their organization as an ancillary responsibility. This group makes up the agency's reinvention team. In "overseeing" the implementation of NPR initiatives we have taken a constructive approach emphasizing NPR values of empowerment and decentralization.

Has the agency had any retreats to bring workers or managers together to brainstorm for reinventing ideas? How many? Where were they held? Who attended? What was the cost? Who paid for them?

There have been no centrally-sponsored retreats directly focused on NPR agendas. NPR concepts have been used and woven into the themes of many conferences that were held on other subjects, such as personnel or acquisition reform.

Have there been any agency ceremonies for reinventing government either for employees or the public over the last two years? What was the nature of these events? How much did they cost?

On March 28, 1996, the FAA held both a press event and employee ceremony to rollout both personnel and acquisition reform. Attending the press event was Vice President Al Gore, then-Secretary of Transportation Federico Peña and then-FAA Administrator David Hinson. During that event, Kay Frances Dolan, who headed the personnel reform team, and Dennis DeGaetano, who heads the acquisition reform team, accepted Hammer Awards on behalf of their teams. An employee celebration was held immediately following the press event in the lobby of the FAA Headquarters building, where cake and beverages were served. Also, over the past two years, FAA has participated in DOT-sponsored recognition ceremonies in which FAA employees have been recognized as recipients of the Hammer Award.